BEING ONE OF ONE

STANDING OUT FROM THE CROWD

SENSE 84

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C^3 is a military expression which stands for "command, control, communications."

In the wake of the past recession, the term is beginning to gain some currency in board rooms and in the financial community.

Those companies which have embraced the C^3 concept during the recession now stand poised to take greater advantage of the 'snap-back.' And those companies which now seek to embrace the concept will clearly be better positioned to make the most of whatever the economy has to offer in the years to come.

Translated from the military to corporate life, C^3 (command, control, communications) means:

- Leadership—top management that has determined where it is taking the company and is demonstrating how it will get there.
- Management—superbly honed management and administrative expertise with the systems that can maximize future opportunities for growth and profit.
- Communications—creating an awareness and appreciation for what the corporation is becoming among key internal and external audiences.

Today's economy will not be as forgiving of corporate trial and error as yesterday's. And tomorrow's winners are those who have learned the lessons of this protracted recession and will continue or begin practicing some variation of the C^3 corporate style. Tomorrow's losers are wiping their brows, glad that the snap-back is underway so that they can soon get back to business as usual.

We at Lippincott & Margulies have for many years consulted with top management at the nation's most important companies regarding the communications dimension of C^3 and the corporate identity aspects of this discipline.

We'd like to discuss with tomorrow's winners what we have learned yesterday—and the day before.

Walter P. Margulies

Clive Chajet

HOW THE PORTFOLIO OF ASSETS MANAGEMENT STYLE IS TRANSFORMING THE FINANCIAL SERVICES SECTOR

"There are a lot of portfolio managers who wish they had done as well as he has."

The financial analyst making this remark was not commending the unusual skill of an investor in managing his stocks and bonds. He was pointing to **a new breed of corporate executive that first made the headlines during the conglomerating wave of the 1960's—and that today is transforming the entire financial services sector.**

Once more in the headlines, this breed of CEO functions in much the same way as a portfolio manager. Whatever industrial or service sector (or combination thereof) his company may be in, the portfolio style executive defines its basic business as being, quite simply, growth.

This corporate leader views his company's various lines of business as the portfolio manager views individual equities within the portfolio—some to be bought, some to be sold, some to be expanded, some to be merged.

Some analysts call this "asset redeployment." Others call it "enterprise restructuring." Whatever the terminology, **it spells turbulence and change—for the companies making the moves, for the companies being acquired (willingly or not), and for the bystander companies, who suddenly find well-capitalized corporate giants from totally different industries competing directly in their own backyards.**

The opportunities for growth represented by this portfolio style of management are readily apparent:

• Through acquisitions and mergers, a company can "trade up" to where the action is. A "hot" industry can be entered practically overnight. No long-range tooling-up is required.

• No likely area of future growth and earnings potential need be ruled out simply because it is unrelated to the company's traditional core business.

• Divisions and subsidiaries that are perceived to be unprofitable can be lopped off without ceremony—it's the overall strength and balance of the portfolio that counts, and its collective growth potential.

• Poised to move in any direction, the company can hopefully bridge the peaks and valleys of its multiple businesses, achieve balance, project specific market penetration and capital expense requirements.

Not so obvious—but very real and threatening, nevertheless—are the hazards of the portfolio management style:

• Today's "hot" industry can quickly turn cold. Remember synthetic fuels, oil and gas exploration, the re-industrialization companies and, most recently, shale.

• The compulsion to maximize immediate profit performance (or even to cover a dividend) may override other considerations critical to the health and long-range profitability of the company.

• In pursuing growth wherever the action is, acquiring here and diversifying there, the company may so fragment itself as to lose its sense of purpose—and, along the way, its corporate identity.

This fragmentation and consequent weakening of the corporation's positioning may well be the greatest danger of all faced by companies who have made their basic business the business of growth.

The perceived identity and image of the overall corporation—

• Relates directly to its price/earnings ratio.

PETRO-CANADA

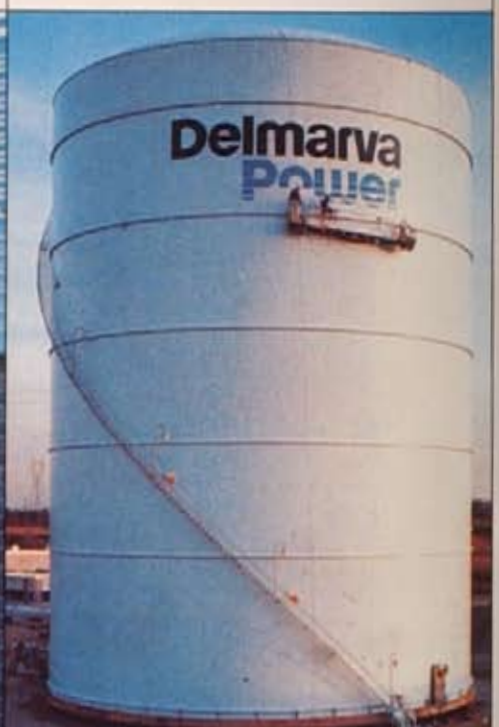
BURLINGTON NORTHERN

AmeriTrust

TENNECO

AMERICAN EXPRESS

GELCO



• Enhances or diminishes the flow of investment capital that makes it possible for the company to carry on the business of growth in the first place.

• Signals to financial analysts the presence of a potential leader that needs to be watched—or a flash in the pan enjoying a momentary glow from its association with a currently "hot" industry.

• Induces the consumer to buy diverse products—simply because they are made or endorsed by the parent company.

In pointing out these hazards, we are not entering a nostalgic plea for a return to the days of "pure play" companies, when one company made one product (or a group of closely-related products) and could rest on the laurels gained from its easily monitored performance in one industry.

A glance at even a short list of famous former "pure play" companies who have successfully diversified (and continue to diversify) away from their traditional core business will show that those days are gone forever:

DuPont	R.J. Reynolds
U.S. Steel	Union Pacific
Continental Group	Allied Corporation
American Can	Hiram Walker (Canada)
Bendix	Penn Central
United Technologies	Coca-Cola
Sears Roebuck	American Express

But to seize the opportunities open to companies who have chosen to make their basic business the pursuit of growth—and to avoid the hazards of that pursuit—will demand, first of all, a highly professional level of management.

This management—the CEO and his senior associates—will acknowledge that there is far more entailed in becoming an outstanding multi-divisional company than moving "assets" in and out of the corporate portfolio.

Change and the turbulence it generates will be the one constant in their business lives. But they will come to grips with it in a positive and purposeful fashion, not permitting themselves to be blown in one direction or the other by momentary fads. The successful enterprise will find a firm "sticking place" within the swirling gusts of corporate change.

This management will acquire and merge and diversify and divest, but to assure success it will make these moves only after it has—

• Developed a set of values which is equivalent to a business philosophy.

• Against the background of this philosophy, assessed the corporation's unique strengths and weaknesses.

• Determined where the corporation is today—and wants to be tomorrow.

• Gained a comprehension of how the corporation is perceived by its important and diverse publics—and how its mergers and acquisitions could change that perception.

• Devised a strategy for both coming to grips with immediate change and for attaining long-range objectives, neglecting neither in the process.

• Communicated this corporate sense of purpose to key internal and external influentials.

Deciding what the company is, where it wants to go, and how it plans to get there are the first critical steps in building the kind of strong, positive identity the multi-divisional company needs to attain success in the business of growth. This is the process of POSITIONING.

Building that identity and communicating it clearly and forcefully is not the easiest task in the world. Not for companies in the process of becoming something other than they have been and for companies in industries where responsiveness to continuous change is a basic condition of their existence.

Understandably then, many companies seek to avoid doing anything at all about their identity opportunities. Thus **we see companies whose names are confusingly tied to geographic locales or industries from which they have long since moved or diversified.**

There are companies with names which draw the attention of the wrong industry analysts—or are so meaningless as to discourage the attention of any. They quickly get misfiled or, worse, lost in the shuffle.

Yet perhaps these mishandled communications do tell the analyst, the investor, and the consumer something after all—that management has not clearly and fully decided what the company is—and should become.
Therefore, despite the movement of "assets" in and out of the corporate portfolio, the corporation remains less—sometimes FAR less—than the sum of all its parts in the eyes of its beholders.

To be perceived as a uniquely purposeful enterprise—whatever the changing mix of companies that comprise that enterprise, whatever the way a company must change to thrive amidst surrounding change—*is* an attainable goal.
There is no company, however multifaceted, however much on-the-go, that cannot carve out a perceptual niche for itself.
But it requires direct management emphasis and discipline to do so effectively.

Aetna
LIFE & CASUALTY

COMING TO GRIPS WITH CHANGE IN THE FINANCIAL SERVICES

- COMMERCIAL BANKS
- THRIFT INSTITUTIONS
- WALL STREET
- FINANCE COMPANIES

Nowhere is the challenge to companies to define and communicate who and what they are—and where they are going—more evident than in today's "hot" industry: financial services.

Not so long ago, financial services was a neatly segmented industry, its categories institutionalized by 1930's legislation and hallowed by gentlemanly tradition. Despite tough competition, these were, indeed, the good old days.

In this relatively sheltered environment, companies had little trouble in defining their "basic business" and in communicating their particular expertise in managing it to their publics. The banker accepted deposits and made commercial loans. The broker handled stocks and bonds. The insurance underwriter provided annuities.

Today, the legislative restrictions on who can do what and where are fast crumbling, almost on a daily basis.

Wide-open competition, rapidly advancing technology, and the dynamism of the marketplace based on interest rates, money supply and other factors, have all but obliterated the lines that had earlier set off one kind of business from another.

Mergers and acquisitions, spurred by the perceived breadth of services and profit potential of the industry, have led to the creation of giant financial conglomerates or supermarkets that offer one-stop shopping for cradle-to-the grave financial services. And the tidal wave of change has not yet crested.

For over half a century, the nation's commercial banks have been both protected and hobbled by legislation that, in the words of Treasury Secretary Donald R. Regan, was "designed for a world that no longer exists."

While the banks were assured the exclusive "franchise" on certain products and services, they were also banned from certain others—and from doing business across state lines.

Now powerful marketplace forces are working to bring about a profound change. Competition in the form of "near banks"—money market funds, brokerage firms, credit card and finance companies—are pressing in on the banks from all sides, offering not only traditional bank products but a full range of other financial services.

The banks, in turn, while lobbying for the lifting of the last remaining constraints, are devising ways to get around them.

Far from hunkering down defensively in the face of competition, they are in the process of changing from what they have been to what they need to be in order to thrive in the new financial services marketplace.

They are crossing state lines—

- By franchising their name and expertise to banks across the country (First Interstate Bancorporation).

- By acquiring interests in out-of-state banks in preparation for an eventual change in Federal law (Chemical Bank, Chase Manhattan, South Carolina National, among others).

HARTMARX

EF Hutton

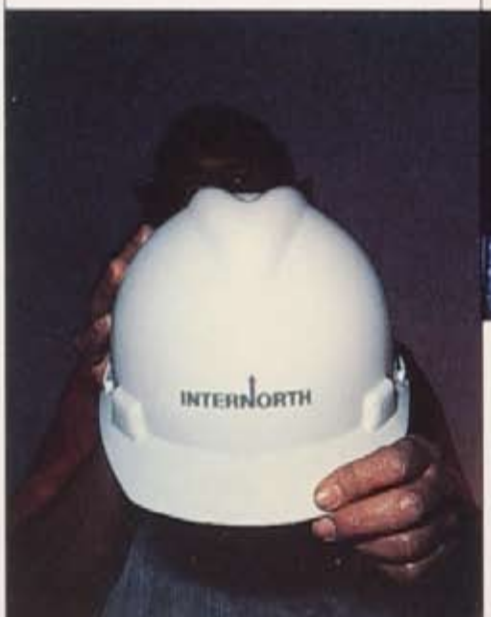
MARATHON

Bostongas

Comerica

UNIROYAL

Con Edison clean energy



• With non-bank subsidiaries that permit credit card transactions on a nationwide scale (Citibank has over 7.5 million Visa cardholders around the country, Bank of America over 3.5 million).

• By licensing their EFT capabilities (First City Bancorporation of Texas).

• And by opening consumer and commercial finance offices anywhere (Citibank alone now has close to 450 offices in 39 states).

They are getting into the competition's lines of business—

• By buying brokerage firms (Bankamerica Corporation).

• By offering cash management accounts (Bank of New York).

• By establishing investment banking subsidiaries (Chase Manhattan).

• By offering money market certificates and other bank-sponsored investment plans (banks on the Mastercard system).

• By buying consumer loan companies (Northwest Bancorp).

Even the smaller banks are exploring new ways to position themselves for growth in the changing marketplace.

• In Memphis, a regional bank is using Federal Express Corp.'s overnight services to implement an ambitious national one-day check processing service.

• Hawkeye Bancorp of Des Moines, Iowa, will manage farms for absentee owners.

• From Missouri, Mark Twain Bancshares' financial consultants will branch out anywhere to sell their expertise in solving business problems.

In some ways, finding new ways around the eroding regulatory constraints, introducing new products, or shaping existing ones to new ends, may be the easiest part of the challenge posed by change.

Many of the nation's more than 14,000 commercial banks have neither the capital nor the technological resources to compete as financial supermarkets against the giants now emerging.

If they cannot be all things to all people, then they will have to decide just what it is they want to be. They will have to create a special niche for themselves.

Some may opt for new identities as boutiques, specializing in particular products and services. Others may find that, amidst the onrushing technology, there is a niche to be carved out for banks stressing personalized one-on-one service, or emphasizing agribusiness competence, or any other recognizable specific expertise.

But even the larger banks, as they lose the protective coloration of tradition and enter the competitive fray alongside the emerging "near banks" and financial conglomerates, are being faced with hard choices.

Which is why, amidst the turbulence generated by profound change, one finds what George L. Shinn, Chairman and Chief Executive Officer of the investment banking firm First Boston, calls "great soul searching." The banks—and indeed all financial services companies, he observes—are "dealing with the issue of what they are, where they are going, and what field they will be playing on."

Thrift Institutions

That a majority of the country's more than 5,000 savings and loan associations and savings banks are in trouble because they are paying more for their funds than they are earning on their home mortgages and long term bond portfolios is known to every newspaper reader and TV viewer.

What is not so readily apparent is that a stronger, leaner and more aggressively competitive industry will likely emerge from the shakeout.

According to a recent study by the Brookings Institution, some 200 thrift institutions have been forced into mergers since the beginning of last year—and an additional 400-500 may have to merge in the near future.

Certainly that kind of industry restructuring spells dramatic change. Yet there are thrifts who are coming to grips with it and who are developing strategies to profit from it.

When the troubled New York Bank for Savings was merged into the Buffalo Savings Bank, adding $3.4 billion in assets to the latter (and making it one of the biggest savings banks in the United States), the move was rightly termed a "rescue operation." After all, it avoided what would have been the biggest bank failure in the nation's history.

But buying up momentarily troubled savings institutions was also part of Buffalo's carefully conceived growth strategy. Along with the development of an account similar to a money market fund, the issuing of Visa cards, and diversification into real estate, the merger moved Buffalo Savings Bank another step along the way toward its goal of becoming a different kind of financial institution—appropriate to a different kind of marketplace, and it has continued to acquire.

Wall Street

Merrill Lynch, the nation's largest securities firm, is also, according to some analysts, the model for "the bank of the future." It has achieved that status through diversification—

from securities underwriting and the buying and selling of stock for clients

into

checking accounts, credit cards and personal loans, taking the equivalent of deposits through its money market funds, providing mortgages and insuring them, selling homes, and helping executives move from one location to another.

And the diversification is not likely to stop there. "We're always looking at new areas," says Roger E. Birk, Merrill Lynch chairman.

So is practically everyone else on Wall Street. American Express, which includes Shearson among its many operations, is another example.

Even the more traditional brokerage houses are responding to change by seeking to become something more or different than they have been historically.

E.F. Hutton, for example, now has a credit company and has also bought into companies engaged in life insurance, forest products and vineyard management—at first glance, a very mixed bag.

But analysts see a well-planned diversification strategy at work. Says one industry observer: "What these products have in common is their suitability as tax shelters, a prime product for Hutton's traditional clients."

There is also a certain amount of skepticism as to how much of this rush to diversify results from purposeful corporate strategy and how much is sheer improvisation—a rush to get aboard the financial services supermarket bandwagon whether one's company belongs there or not.

Even in what was once the relatively staid world of investment banking, firms are seeking to position themselves more competitively.

"We see the financial borders changing during the 1980's," explains John H. Gutfreund, managing partner of Salomon Brothers (now Phibro Salomon). It was this perception of change that last year impelled it to be acquired by lesser-known Phibro, a worldwide trader of commodities, but a firm with $25 billion in revenues and ranked among the top 15 corporations in America.

"In the long run, we could have built a commodity trading business," says Gutfreund, "but if we could leap-frog ten years, why not?" The same could be said for Phibro regarding the securities business.

In another "positioning" move, investment banker Goldman Sachs & Co., a factor on Wall Street since 1869, last year acquired the nation's biggest supplier of coffee beans to wholesale roasters, and a major factor in the international precious and base metals trade.
Wall Street has always been an "action" street. But it has also been a street of strong traditions, individual corporate styles and identities.

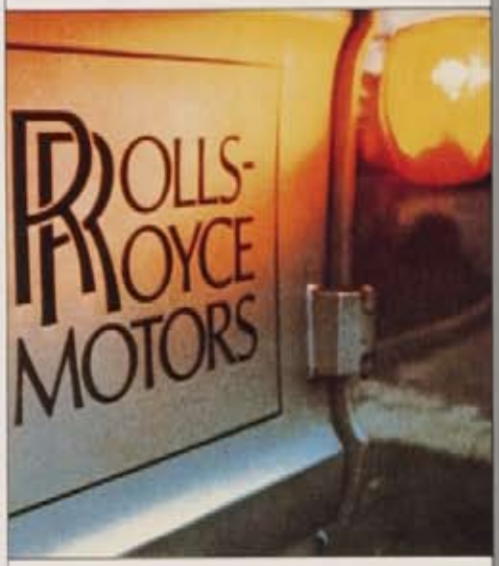
Individual houses were known for their particular expertise in a particular product or service, and you could pretty much tell in what direction a firm would be headed tomorrow by looking back at where it had been yesterday.

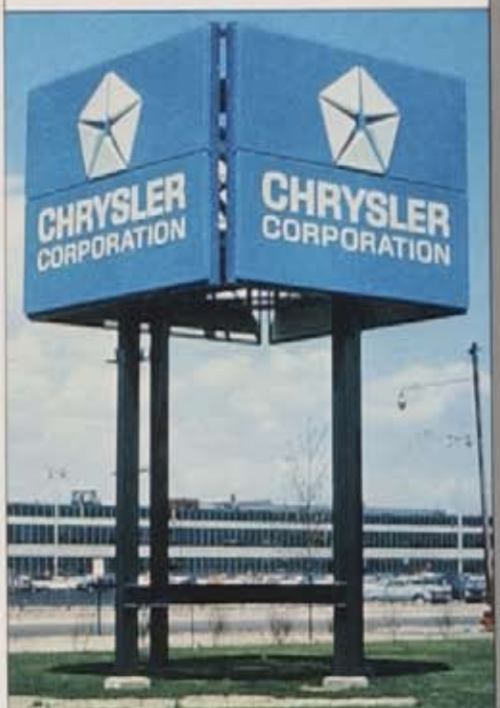
Not any more.

Nothing has done more to speed the ongoing transformation of the financial services field than the pursuit of growth that has landed some of America's giant companies right on Wall Street.
Sears Roebuck, the retailing giant, acquired Dean Witter Reynolds and voiced its determination to "become the largest consumer-oriented financial services entity";

Prudential Insurance buys the Bache Group, providing it with over $100 million in additional capital;

American Express acquired Shearson Loeb Rhoades, the country's fourth largest brokerage house;





The Bechtel family, of engineering renown, purchased control of Dillon Read;

and...who is next?

It's easy to see why these "outsiders" pursued their particular Wall Street targets.

Sears has a roster of names comprising more than 25 million active credit card customers, 17 million Allstate Insurance policyholders, and 12 million catalogue subscribers to whom it hopes to merchandise its new Sears U.S. Government Money Market Trust—as well as a host of other financial services;

The marriage of Prudential, the nation's largest insurance company, with the Bache Group, has already yielded an equity mutual fund, an annuity, and upcoming is a cash management account.

While American Express's plans are still on the drawing boards, observers are already projecting a cash management account, annuities and other services.

The synergism available from cross-selling is clearly appealing. Whether the synergism is really there some observers question.

Will American Express exchange its cherished image as the quality credit card company—just to be perceived as another financial conglomerate?

Will Sears the retailer disappear into Sears the financial giant? Or as one analyst quipped,

"Will customers buy their stocks where they buy their socks?"

And finally, in the words of a noted consultant to the industry, "It will be ten years before we have an idea how good an idea all this is."

Meanwhile the diversification and portfolio approach to business management continues unabated.

Diversifying into financial services is not an entirely new phenomenon. Some of the companies that have been called "the invisible giants of finance" have been at it for quite some time, like General Motors Acceptance Corporation, Ford Motor Credit, and GE Credit, among many others.

But there are also companies in the business whose presence goes practically unperceived. There's RCA, for example, which acquired CIT. Last year its finance division accounted for well over half of the company's profits from continuing operations (excluding special write-offs).

And there's Gulf & Western. In 1981, the company's financial services group accounted for 47 percent of its total earnings.

But while the pursuit of growth leads companies like RCA and Gulf & Western into financial services, that same pursuit is leading traditional finance companies OUT of it.

Household Finance Corporation wants investors and consumers to know that it is "a widely diversified corporation active in four major businesses: financial services, supermarkets, plumbing fixtures and transportation," and that its name has been changed to Household International.

Restructuring, redeploying, redefining—the movement is continuous, the line between what had once been specific financial services organizations more and more blurred, established corporate images increasingly becoming inappropriate to future growth and business directions.

GOLDOME

Humana

Pizza Hut

PPG

IMPLICATIONS FOR CORPORATE COMMUNICATIONS

The changes taking place in the financial services industry, as well as in many others, are both structural and profound. But they are only a ripple in the vast sea of change.

As companies acquire and merge and divest, they set up change not only within their own organizations but in the industries into which they diversify, as well.

Even the most established company, recognizably entrenched in its hereditary markets and with its image seemingly inscribed on the minds of Wall Street, cannot afford to stand still. If it is not changing, the environment in which it works to thrive and prosper most certainly is.

Measuring these rapid changes and their anticipated impact on given markets and individual operating identities is the initial step in preparing any organization for future greatness.
And it is the process of corporate positioning which, in the end, can determine success from failure.
It is positioning which will establish a unique, enduring and believable corporate image for those firms actively pursuing their growth objectives through the portfolio management approach.

Positioning the company advantageously, communicating the essential of what it is, and the promise of what it is becoming, is not an exercise to be left to amateurs or to a hastily-convened corporate task force.
This is a task that demands excellence and proven professional competence.
It requires a total commitment on the part of senior management, and their active participation.

A corporation's image—its reputation—is among its most tangible corporate resources. It is a priceless asset which must be both nurtured and readjusted in keeping with events and the times, and with emerging business realities.

It is, after all—for those companies pursuing the portfolio of assets business management course—their single most visible and unifying resource. It should be treated accordingly...and with great care.

It is, as we've seen, perishable.

MODEL CASE HISTORY

In order to demonstrate most compellingly how a company can resolve its repositioning problems and maximize its repositioning opportunities, we offer the following composite. It is a mythical company, yet everything in this case history has been taken from recent L&M case histories.

When Frank and William Mythical founded their Mythical Farm Machinery Company in Crooked Falls, Ohio, in 1917, both brothers had already built solid reputations within the industry, one as a design engineer and one as a sales manager. So it was that during the company's first three years, finding investors to come aboard was nowhere as difficult as finding, amidst the shortages of World War I, the materials needed for production.

But the Mythical brothers rose to the challenge. Indeed, the war-time conditions of production were to leave an indelible stamp on the company. A no-waste, no-frills philosophy prevailed. Design ingenuity overcame materials shortages, leading to the introduction of significantly innovative products. And no compromise was ever made with quality.

It was no wonder that by the mid-1920's the Mythical name became synonymous with top-of-the-line farm equipment and that, with the capital amassed through hard work and astute management, the company should be seeking expansion opportunities. The first acquisition was a small manufacturer of farm implements, in 1925. In 1931, the company bought the inventory and manufacturing facilities of three bankrupt tool and machine companies in Indiana and Ohio, and changed its name to the Mythical Machine, Tool and Farm Equipment Company.

1936 was an eventful year. The closely-held company went public; Frank and William Mythical stepped down from their respective posts as Chairman and President; and a new, growth-oriented management team headed by Frank's son, James, as president, took over. By 1939, a plotting, scanning and radar manufacturer had been added to what was now becoming the Mythical group of companies, and the defense contracts garnered in 1940 further helped to shift the Mythical course away from dependency on farm equipment. The acquisition of an aircraft engine manufacturing company in 1947 made the headlines in the Ohio papers, causing one commentator to wonder in print whether Mythical's new "glamour" businesses might be displacing the original bread-and-butter farm equipment and tools in management's affections.

He was partly right. During the 1950's, Mythical sold off the tool and machine divisions along with the obsolete plant facilities, which had been such a bargain when purchased by the Mythical brothers, but with escalating labor costs, had now grown prohibitively expensive to run. In 1955, following the acquisition of an electronic communications firm, the company again changed its name to reflect the growing diversity of its interests, becoming now Mythical Industries.

During the bull market of the late 1960's the acquisitive momentum at Mythical Industries was every bit as fast-paced and intense as it was elsewhere, and the company took on the dimensions of a conglomerate as it moved into home appliances, steel, processed foods, and publishing. Mythical Industries was also no exception when the conglomerates were eventually hit by the worst bear market since 1929.

In the late 1970's, against a backdrop of high inflation, costly interest rates and intensified competition from abroad, Mythical management was forced to re-assess its operations. The first move was to divest itself of operations which did not "fit" or were too capital-intensive. Jettisoned were home appliances, steel and publishing. Renewed emphasis was placed on building markets at home and abroad for the electronic communications and farm equipment lines. And, importantly, a search was initiated for acquisitions which could deliver higher returns on capital and require less investment.

In 1981, Mythical found such a candidate and in an exchange of stock and cash, acquired Faithful Insurance Company, headquartered in Hopeful, Indiana. The 100-year old underwriter gave Mythical a base from which to expand into other financial services areas. Currently on the drawing board: a money market fund and a brokerage firm.

This situation analysis produced a clear articulation of top management's perception of Mythical today—and the direction in which they wanted the company to grow tomorrow. On the basis of this "corporate reality," L&M proposed a unifying and distinctive future positioning for the company and a communications strategy for "seating" or establishing that positioning as a vibrant reality among key audiences.

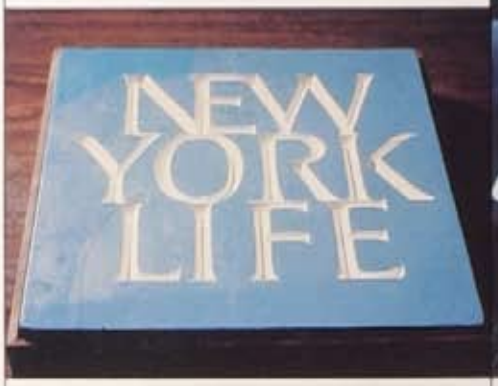
This strategy called for Mythical to position itself as a company concentrating its efforts, not in any particular industry, but in high technology and other areas yielding a high return on capital. In effect a "portfolio of assets" approach to future growth.

Such a strategy would clearly and effectively separate Mythical from the defense and industrial company it once was—and also separate it, in the eyes of Wall Street, from a purposeless, "target of opportunity conglomerate" popular in the late sixties.

With the positioning strategy determined, consideration was then given to developing an appropriate communications strategy—that is, how Mythical should now identify itself to its publics. It was determined that the holding company should have a name different from its divisions—a name that could be effectively marketed to the financial publics and others so critical to the achievement of the company's goals.

The new corporate name, Mythco, retains the past equities inherent in the traditional company name while signaling the newly positioned company for the future.

ALLIED Corporation



RCA

UNITED TECHNOLOGIES™

Goldman Sachs

USS

It was recommended that subsidiary companies retain their own identities and be endorsed by the parent if and only when it suited the division's marketing needs. The parent would use the subsidiaries' identities for communication with the financial community. For two of the divisions, where once-strong identities had grown blurred, new names and new graphic systems were created.

In order to "seat" the new identity of the company that was now Mythco, an all embracing communications strategy was developed, including: a new and distinctive graphic symbol; a total system for all of the parent company's communications, from annual reports to letterheads; from recruiting kits and brochures to corporate advertising. In whatever way, and in whatever media it communicates, Mythco is equipped to present itself as a strong and appropriately positioned company.

The effectiveness of the positioning and communications program which L&M created for Mythco was monitored one year later. The previously recalcitrant P/E ratio had now begun to move toward what management and the company's investment bankers felt it should be. Mythco was beginning to develop a broader and more knowledgeable following on the Street. Young executive talent had begun to eye the company as "a exciting place to be." And management itself, with a clearer perception of the company and its unified strengths, believes that it more effectively positioned to "move" on the long term growth opportunities it will need to seize—and maximize—to prosper in the years ahead.

Olin

Corporate Communications Planning
Properly, each corporate communications plan begins with in-depth research and analysis. Management's perception of the company—what it is, where it wants to go, and how it plans to get there—is articulated. The perceptions of all of a corporation's important publics—the financial community, industrial customers and consumer audiences, employees, shareholders, government—are clearly determined.

Lippincott & Margulies builds a program that may include stronger financial communications planning, or a new verbal and visual identification system.

Financial Communications Planning
Effective communication with the financial community is vital if a corporation is to prosper and grow. Whether building a precise and positive identity on Wall Street, or clarifying corporate realities and objectives to selected segments of the financial community, Lippincott & Margulies offers a highly specialized financial communications planning service including:
- Perception studies and audits of client financial communications by sector;
- Assessment of individual industry category economic outlooks;
- Evaluations of institutional/retail equity weightings by segment; and,
- Specific strategic communications counsel affecting a client's communications with the financial community.

Corporate Identification Systems
A corporate identification system is a cohesive, distinctive way of identifying a corporation, its divisions, affiliates, products and services.

Such a system, based on a corporation's strengths and goals, professionally planned and implemented, can strengthen the parent corporation in the eyes of its major publics. In addition, it can also lend the stature and prestige of the overall corporation to its divisions, affiliates, products and services.

In well-conceived corporate identification systems, all elements—advertising, signage, annual reports, buildings, equipment and packaging—are placed in the service of a communications goal.

The use of a distinctive, contemporary and appropriate sign or symbol can communicate quality and service. It can communicate the feeling of an "old friend"—or a new departure.

Name Development
As a corporation grows, moves into new markets or regions, diversifies, merges, or seeks a modern profile in a more sophisticated, competitive marketplace, its name may become limiting, cumbersome, archaic or complex.

Product names can lose their lustre in the eyes of a new generation of consumers. The introduction of new products into an already crowded marketplace requires a particular sensitivity and skill.

Lippincott & Margulies has created hundreds of dynamic corporate and brand names—many of them the most clearly perceived and positively recognized in the international business scene.

Environmental Marketing Design
Environmental Marketing Design is a relatively new discipline that has been conceived to build positive customer awareness —and increased sales—of products and services through the integration of marketing programs into the total environmental design system.

It is primarily used in retail environments—supermarkets, banks, fast-food chains, showrooms, airline ticket offices and service stations.

In environmental marketing design, architecture, fixture materials, colors, signage and graphics, all serve a specific marketing goal.

Product Development
New product development is a Lippincott & Margulies professional service that can range from the creation of one new product to the development of broad marketing strategy. The repositioning and redesign of an existing product can significantly increase or recapture a company's share of market.

Package Planning and Design
A new package—or a new packaging system—can confer the values of an established product to a new generation of consumers. A fresh approach can carry over to several products the prestige or popularity gained by a "leader," or convey the quality identification that will justify rising prices.

Market research, product values, consumer perceptions and retailing patterns all factor into the development of a new packaging strategy.

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Lippincott & Margulies, Inc.
499 Park Avenue
New York, New York 10022
Telephone: 212-832-3000

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